



U.S. AIR FORCE

# CenterViews

Fall 2005

AIR FORCE CENTER FOR ENVIRONMENTAL EXCELLENCE • BROOKS CITY - BASE, TEXAS



**U.S. Air Force  
Design and Construction  
Awards:  
30 years of design excellence**





VOL. 11 NO. 3



# CENTERVIEWS

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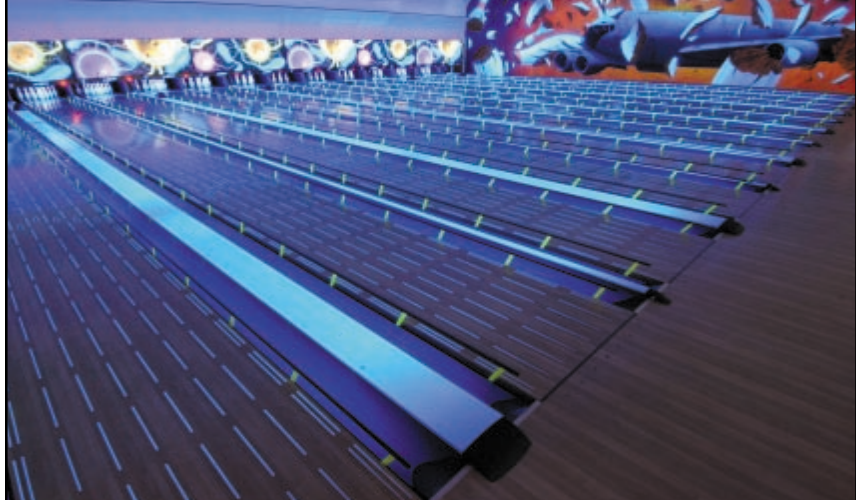


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*The bowling center at RAF Mildenhall, United Kingdom, received the Honor Award for interior design in the 2005 United States Air Force Design Awards competition. The program, managed at AFCEE, is celebrating 30 years of recognizing design quality.*

## TOP STORIES

- 4** Thirty years of design excellence
- 10** AFCEE looking for 'leaner' way to do business
- 12** Osan's new fuel system on track

## Departments

- 23** Iraq Update
- 32** Feature
- 34** AFCEE Profile
- 36** Center Stage
- 38** People at the Center

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Suggestions and criticisms are also welcome.

**A**s you enter the main AFCEE building at Brooks City-Base you might notice a small plaque on a pillar on the left-hand side of the door. It says, simply, "Air Force Center for Environmental Excellence, Est. 1991, Service...Expertise...Indispensable to the Air Force."

That plaque was installed as part of a July 23, 2001, ceremony honoring AFCEE's tenth anniversary. Lately, I've been thinking about the circumstances surrounding that plaque.

Four years ago AFCEE had already made a reputation for itself as the Air Force's can-do agency. "Whatever the Air Force needs, whenever it needs it" was the cardinal rule. The citation that honored the accomplishments of AFCEE's people on that hot July day cited a "focus on meeting the requirements of the commanders in the field" that had made AFCEE "the service center of choice" for the Air Force. AFCEE had, in turn, made the Air Force "the nation's leader in environmental stewardship, installation planning, and housing program execution."

That day was official recognition of the fact that the Center had fulfilled its promise to become, in earnest, "indispensable to the Air Force."

I think it's fair to say that no one at that ceremony dreamed that on September 11, less than two months after the citation was read, terrorists would tear through the twin towers and slam into the Pentagon with three hijacked planes full of innocent men, women and children; or that courageous Americans on another plane would foil a fourth terrorist attempt by sacrificing their lives in a fireball on a Pennsylvania field. Nor do I think anyone could have guessed that one result would be a concerted global war on terror, with American forces committed abroad; first in Afghanistan, then in Iraq.

If they had anticipated that, they would have known that the definition of "whatever the Air Force needs" would grow beyond anyone's imagination at the time. Because of its track record during those first ten years, AFCEE was approached to take on a new role, to become heavily involved in the rebuilding of Iraq. Since then, the significance of our work there cannot be understated. We and our contract partners have demonstrated a new way of doing business in that chaotic and dangerous part of the world.

Simply put, we've made things happen that others couldn't. In the process we've put thousands upon thousands of Iraqi people back to work, enabling them to be stakeholders in their country's rebirth, empowering them through self-sufficiency, recognizing their personal worth and dignity.

On Monday, August 29, 2005, another catastrophe of major proportions struck our nation. In a few short, terrifying hours hurricane Katrina demolished an entire coastal area, flooded one of our major cities and disrupted commercial activities that are integral to our nation's economy. Hundreds of thousands of Americans are left with no homes, no businesses or jobs. Many of them are lucky to be alive; some have lost loved ones in addition to everything else that is gone.

It will take years to restore the Gulf Coast Region with many agonizing and frustrating days ahead of us. But it will happen, and it will be better than before.

Once again, AFCEE has been approached and asked to help. Already we have a team on site in Biloxi, Miss., to determine how we can help with the rebuilding of Keesler Air Force Base and what role we can play in helping the entire Gulf Coast recover and rebuild.

"Whatever the Air Force needs" has grown again, this time to include working with other national agencies charged with the massive tasks ahead.

Our portfolio grows ever larger and our work becomes more and more indispensable, not only to our Air Force, but to our nation as well. Thinking that, as I walk past the plaque on the pillar by the front entrance to building 532 at Brooks City-Base, Texas, I feel a swell of pride at what we've accomplished, what we continue to accomplish, and what I know we will accomplish in the future.

We are probably among the world's best – no exaggeration— at what we do. I am certain of that, and I know many people around the world would agree with that statement.

But when I think of why we're doing the work we do, why it's become necessary for us to take on and conquer new challenges and opportunities, then I remember the faces and voices of those who suffered and those who died in the towers, in the planes, in the Pentagon, in Afghanistan, in Iraq, in New Orleans, Gulfport, Biloxi, Waveland, Slidell...and I think of the desolation and despair of those people whose lives have been forever cruelly changed by these awful events.

Join me, won't you, and remember that all of the work we do is for those people and people like them. Remember *that* when we are faced with having to deal with deadlines for contracts awarded and dollars obligated and plans to draw and construction to complete – there are real people who benefit, and they are depending on you and me to succeed.

Indispensable to the Air Force, to the nation, to the people we serve...that's AFCEE today. We will not forget and we will not let them down! ■



*Paul Parker  
AFCEE director*

**As AFCEE's  
reputation  
grows, so  
does its  
value to the  
nation**

**View from the  
Center**

*“We think of (the Air Force Design and Construction Awards) as a viable tool we can use to promote excellence in the Air Force.”*

—Dave Duncan  
Senior Architect



Thirty years of design excellence

## TOP STORIES

By Gil Dominguez

What started out as a small program in 1976 to recognize design excellence in Air Force facilities has, in the past three decades, grown into a major competition.

Management of the United States Air Force Design and Construction Awards was passed on to AFCEE by Air Staff when the Center was established in 1991.

The overall contest actually encompasses three different programs: the USAF Agent and USAF Design Excellence awards, both managed by Air Force



(By Gil Dominguez)

Senior architect Dave Duncan and Sandy Warner, Air Force interior design program manager, go over the program from the 2005 United States Air Force Design and Construction Awards as they get ready to accept submissions for the 2006 competition. The AFCEE-managed program, which started in 1976 to recognize design excellence in Air Force facilities, has grown into a major contest in the past three decades.

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interior design program manager Sandy Warner; and the USAF Design Awards Program, managed by AFCEE senior architect Dave Duncan.

"We look at the program as being a lot more than a way to pat ourselves on the back for what a great job we've done," said Mr. Duncan. "We think of it as a viable tool we can use to promote excellence in the Air Force. It has become a measuring stick to measure our successes."

Ms. Warner noted, however, that while most major commands are "great at nominating Air Force civilians for the Design Excellence Award, I think there is a misunderstanding of this award in the military category."

She explained that a military nomination does not necessarily mean recognizing a "hands-on" professional. "I think we need to look at senior leaders who promote good design through their support," she said.

The awards process takes 14 months. It begins with distribution of the call-for-entries posters to the major commands in June each year. Entries are due to the major commands around mid-November and the selection jury convenes in January of the following year. Winners are announced in February or early March, and the award presentations take place in July of the following year.

"We start the call for entries on next year's program before we've actually handed out the awards for the preceding year's program," said Mr. Duncan.

The jury for the 2006 awards will meet on Jan. 6.

The jury panel, which changes every year, consists roughly of 12 members, with jurors divided into three sub-juries. Three are on the planning studies, landscape design and design guides sub-jury; five or six on the architectural-engineering sub-jury; and two or three on the interior design sub-jury. Each sub-jury has a chairperson.

Unlike other competitions, this awards program has no rigid scoring system, said Mr. Duncan. "It's a very simple thumbs up, thumbs down kind of thing," he explained. "It's pretty easy to weed out the ones that are not competitive very quickly."

That's not to say, however, that jurors are always in agreement with each other. The program manager likes to use the example of a housing project on Aviano Air Base, Italy, in which the units had been painted beige, coral and all other types of different colors.

"The private-sector jurors were impressed; the Air Force jurors were not," Mr. Duncan said.

One of the jurors, an Air Force colonel who was also an architect, said that he would have to rethink his stand. He then observed that Air Force personnel might benefit from living in the same style of housing that did the people in the host nation. It would, the officer suggested, give them a different perspective on the people and customs of the country to which they were assigned.

"In an era of base closings, the houses could be reused by the Italians if they were turned over to them," said Mr. Duncan. "Otherwise, they might tear them down."

There are three award levels: Honor, Merit and Citation. Honor is the highest. Mr. Duncan admits that the jury has always struggled with the Citation, which is considered a third-place award.

"The project that wins a Citation Award does not have the quality" of one that places higher, he said. "However, we instruct our jurors to reserve that level of award for projects that really deserve some kind of recognition, for something special about the project."

He noted as an example a runway replacement project on Ascension Island in the South Atlantic. "Design-wise, it's just a bunch of concrete," he said. "There's nothing at all special about the physical design. But the submitters made a wonderful case of explaining the planning and designing of a construction process in a very remote location."

The project's planners had to find large quantities of materials that weren't available locally and people who were willing to travel and stay at the location until the work was finished. "All the logistics involved in constructing the runway were pretty phenomenal," said Mr. Duncan.



The island's runway serves as the first emergency landing strip for the U.S. space shuttle, which added to the project's difficulty. "They had to replace the whole runway but keep it at least partially operational during the entire construction process," Mr. Duncan said.

The United States Air Force Design and Construction Awards program is unique because it includes a concept design category, which is a controversial feature.

"There are those who argue if you can really judge the merits of a design until the facility is completed," Mr. Duncan said. "At the same time, the Air Force spends a lot of design dollars for projects that, for whatever reason, don't actually get constructed. Those are few and far between, but we certainly want to recognize the design effort that was expended."

The awards recognize the entire team that put together a successful project, which typically includes the design firm; the major and host commands; the design agent, which is the organization responsible for procuring the design services; and the base civil engineer organization.

"We encourage the major commands to recognize the project managers and design agencies that team with us to create excellent facilities both in CONUS (continental United States) and overseas," said Ms. Warner. "We recognize they are part of the team that brings it all together. In recognizing these people and agencies we gain better relationships that can only improve our mutual goals."

Mr. Duncan has made some changes to the awards process since he was given charge of the program in 1992, the year he first came to AFCEE.

One of the most notable changes, he said, is the addition of a sustainable design category. The first award in this category was presented in the 2005 competition to the consolidated support facility at Edwards Air Force Base, Calif.

Sustainability means using environmentally responsible materials, construction processes and

technology to build facilities that are energy efficient and easily maintained, explained the senior architect.

"It doesn't mean that the entire building is made of recycled materials, as some people believe," he said.

Although using recycled material is an important part of sustainability, it can mean, too, that a building is constructed with materials that require little or no maintenance.

Much of sustainability is commonsense, Mr. Duncan noted. "You don't put light fixtures

*We encourage the major commands and design agencies that team with*

on extremely high ceilings where you have to rent scaffolding to change the light bulbs," he said. "It's not just how you build the building, it's how you maintain it and operate it that has a lot to do with sustainability."

Other changes made to the awards program include the change in the jury panel's composition. Before AFCEE inherited the program, the jurors came mainly from the private sector, people who may or may not have had any experience with Air Force or even government projects.

Consequently, said Mr. Duncan, some of them didn't understand the special requirements of Air Force design. Now the program aims to strike a balance between private-sector and government design professionals, although not necessarily from the Air Force or even Department of Defense.

"We on occasion ask General Services Administration, Veterans Administration and many other non-DOD federal design professionals to serve as jury members," said Mr. Duncan. "At the same time, we do like to get Air Force people that really know the terminology and restrictions that apply to Air Force design.

"And we always like to have some private-sector folks that give a fresh perspective and perhaps haven't done any Air Force design," he continued. "So we try to blend those three together. That seems to be a very effective way of selecting a panel."

The submission process also has changed. It has gone high-tech, with entries submitted electronically through the program's Website.

"When we designed the Web pages we tried to make the process easier, not harder, for the submitter," said Mr.

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*to recognize the project managers  
us to create excellent facilities.*

— Sandy Warner  
Air Force Interior Design  
Program manager

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Duncan. "I think we've been pretty successful at that. We listened to what the submitters had to say and tried to implement their recommendations."

The system is set up so that entries are funneled to the major command for which the work was done. Once cleared by the major command, the entry is ready to compete at Air Force-level. This process serves to weed out ineligible projects before they even reach the judging stage.

The online process also makes it difficult for submitters to "wow" the jury with their presentation skills, said Mr. Duncan. "Graphics— drawings, photography and renderings — are very important, but you can't wow us with the type of paper you use, the fancy, glossy finish on it, some really cool fonts and things like that," he said.

Also, electronic submissions have had a dramatic affect on how thoroughly entries are judged. Jurors are issued a generic login password to the awards Website for 45 days so they can view the entries before they meet face-to-face at AFCEE.

"I think that's a great improvement over the old days when they would show up one day and have this mountain of hardcopy that they had to sort through, and then make kind of snap judgments in a single day," said Mr. Duncan.

For the 2006 awards, Maj. Gen. L. Dean Fox, the Air Force Civil Engineer, has commented that he would like to see, as much as possible, more of a focus on mission-related facilities.

The general who serves in the Office of the Air Force Civil Engineer makes the official presentations at the formal awards luncheon held in July in Washington each year.

"We can't directly control what gets submitted, but we've encouraged the major commands, and General Fox sent out a letter to the major commands, encouraging them to try to focus on work places, flight line facilities, mission-related facilities," said Mr. Duncan. "That's not to say that conference centers, dining halls and non-mission related facilities aren't important, but we've had a predominance of those over the years.

"He also wants to make sure we don't select winning projects based on pretty pictures, that we get into the meat of them and make sure that the resulting design meets the requirements."

In the 13 years that he's been managing the awards program, Mr. Duncan said that the best part of his job has been calling people up to tell them they have won an award.

On the other hand, one of the most challenging aspects for Mr. Duncan and his staff is making all the myriad arrangements and seeing that everything is set up at the hotel in Washington for the awards luncheon.

"I tell folks jokingly that I went to school to be an architect, but when I retire I can be a wedding planner," he quipped.

Mr. Duncan concluded that the Air Force has a proud history of higher-quality facilities. "I like to believe that our program of recognizing design excellence has affected that to some degree," he said. ■

# Design and construction awards presented



# T

he 2005 United States Air Force Design and Construction Awards were presented July 28 in Washington by Maj. Gen. L. Dean Fox, Office of the Air Force Civil Engineer.

This year marked the award program's 30th anniversary, which was established in 1976 to recognize and promote design excellence in military facilities.

The recipients of the Honor Award and their categories were:

- Osan Air Base, Korea, indoor community pool, Concept Design.
- RAF Mildenhall, United Kingdom, bowling center, Interior Design;
- MacDill Air Force Base, Fla., Davis Park, Landscape Design;
- Eglin Air Force Base, Fla., Santa Rosa Tower, Facility Design; and
- Mountain Home Air Force Base, Idaho, replacement family housing, Family Housing.

The winners of the Citation Award and their categories were:

- Patrick Air Force Base, Fla., Rescue Wing Headquarters, Concept Design;
- Elmendorf Air Force Base, Alaska, Artic Oasis Community Center, Interior Design; and
- Wright-Patterson Air Force Base, Ohio, two Facility Design awards for its entry gate realignment and new airfield control tower.



*These replacement housing units at Mountain Home AFB, Idaho, received a family housing Honor Award in the 2005 United States Air Force Design and Construction Awards competition.*



Recognized with the Merit Award were:

- The Misawa Air Base, Japan, base comprehensive plan and the Air Force Space Command entry facilities master plan, both in the Planning Studies category;
- Edwards Air Force Base, Calif., consolidated support facility, Sustainable Design;
- Osan Air Base family housing tower and the Tennessee Air National Guard aircraft maintenance complex, both for Concept Design;
- United States Air Force Academy, Colo., dining hall ovation, Interior Design;
- Andrews Air Force Base, Md., passenger terminal canopy and force protection and Barnes Air National Guard Base, Mass., consolidated support facility, both in Facility Design; and
- MacDill Air Force Base, replacement family housing, Family Housing.

Air Force officials said Concept Design entries are eligible to be resubmitted in other categories, in future competitions, after the projects are completed.

Three other awards also were presented.

The Air Force Design Excellence Award went to Robert Woodsen, Pacific Air Forces Headquarters, in the Civilian Category, and Lt. Col. Guy Wells, United States Air Forces in Europe, Military Category.

Additionally, the Air Force District, Division or Host Nation of the Year Award went to three organizations in these categories:

- LBB-Kaiserlautern, the German state construction agency, Design;
- The Southern Division of the Naval Facilities Engineering Command in South Carolina, Construction; and the U.S. Army Corps of Engineers' Transatlantic Program Center, Va., Design through Construction.

The third honor, the Air Force Civilian Project Manager of the Year Award, was presented to:

- Douglas Cunningham, Corps of Engineers Mobile (Ala.) District, Design;
- Paul Jalowski, Corps of Engineers New York District, and Larry Smith, Corps of Engineers Sacramento District, both in the Construction category; and
- Michael Fischer, LLB Kaiserlautern, Design through Construction. ■



*Also a winner was the aircraft maintenance complex, undergoing construction, for the Tennessee Air National Guard in Nashville. Below is an architectural drawing of what the hangar will look like when completed.*





# AFCEE looking for 'leaner' way to do business

*Improvement of  
products and services  
is goal*

By Gil Dominguez

## TOP STORIES

**A** FCEE's purchase request process will be getting "slimmer" as the Center applies "lean" program management principles to the way it does business.

The lean concept, which had its origins in the automobile manufacturing industry, is a systematic approach for identifying and eliminating waste and non-value-added activities so that products and services can be improved.

AFCEE management recently tested the lean waters by holding a "rapid improvement event," or RIE, during which senior leaders looked at ways in which the purchase-request process could be made more efficient.

A purchase request, or PR, is a document used to obtain government funds to pay for work done by contractors for AFCEE customers.

As a result of the RIE, said officials, the total "flow time" for a PR will be reduced by as much as 90 percent.

Ed Noack, director of AFCEE's Financial Management and Mission Support Directorate, said the idea for introducing the lean program at the Center originated with Lt. Gen. Donald Wetekam who was on a visit to AFCEE as the newly appointed Air Force deputy chief of staff for logistics and installations.

"We briefed him on what we're doing and how much our work had grown without an increase in resources," said Mr. Noack.

The general had seen the lean program at work when he was the commander at Warner-Robbins AFB, Ga. "They used it not only to make better use of their resources but also provide better service and, in fact, saved some resources," said Mr. Noack.

After learning that Simpler, Inc., a consulting firm based in Iowa, had worked across town with the Air Force Military Personnel Center at Randolph AFB to streamline operations there, the AFCEE staff contracted with the company to see what it could do at Brooks.

"We wanted them to do some training and facilitate improvement events so we could look at our key processes and cut out some actions we don't need so we can concentrate on the things that provide value to our customers," Mr. Noack said.

The director admitted to a bit of healthy skepticism about the lean approach because it had its start in auto manufacturing, but he said that after looking at some of the program's successes, he found that there were aspects of it that fit "some of the things we were doing. From that perspective, there were some things that could help us out, too," he said.

The visit from Simpler resulted in two separate sessions, held two months apart and presided over by a facilitator from the firm.

The first session was a high-level meeting attended by directors, technical assistants and division chiefs. At this initial meeting participants mapped out the entire AFCEE project management process and identified areas that would undergo rapid improvement events.

At the second session, which ran for two weeks, the focus was on improving the PR process. This was a working-level gathering, attended by representatives from financial management, contracting and program and data management.

The session was led by a team headed by Roger Lozano, technical assistant in the Major Command and Installation Support-Combatant Commands Directorate. His co-leaders were Rhonda Hampton, a restoration team chief in the Major

Command and Installation Support-Support Commands Directorate; and Financial Management and Mission Support budget officer John LaHue.

"We brought everyone together: contracting, program management, data management and financial management," said Mr. LaHue. "It was a good cross-functional team with a common goal: to improve the process."

By the end of week one, the working group had cut 60 percent off of the PR procedure. "We felt we had done a pretty fair job. There were some things we would have probably liked to do more, but we got as far as we thought we could go," said Ms. Hampton.

Going beyond the 60 percent, the team believed, meant changing other AFCEE processes, something that was beyond the scope of the initial PR rapid improvement event meeting.

But on presenting the team's findings to Paul Parker, Ms. Hampton said the AFCEE director remarked that the 60 percent improvement was "not good enough."

He wanted the purchase request flow time to be cut even more, to one or two days, feeling that four days were still too much time, she said.

"We called that his 'tough love' approach," said Ms. Hampton. "It made us go back and reexamine, to look outside the box."

So on week two they met again and this time reviewed other processes. "By doing that we were able to improve several different parts of AFCEE, speed up several different things," she said.

At the end of the second week they had reduced the PR process time by a whopping 90 percent.

The new lean process will reduce flow time from ten and a half days to one and a half days. The team was able to improve efficiency by cutting down the number of people who have to see, handle and approve a PR.

Under the old system, for example, the project manager enters the purchase request information into a computer program called the Automated Business Services System, and the data then goes through ten different steps. Also, in addition to the originator, the PR must be reviewed by four people and approved by one more. With the new procedure, the PR would require only one reviewer and one approver.

Said Ms. Hampton: "When customers give us a PR sometimes we already negotiated their task order and are waiting to award the project (to a contractor), but we can't do it until the PR goes through the whole process."

Other related areas also underwent an RIE review earlier this year, including the invoice system, through which contractors are paid, and similar flow reductions are being implemented there as well.

But team members acknowledged that the changes in the PR business would require a "paradigm shift" at AFCEE, affecting everyone connected to the PR process. For example, one of the changes would involve training Financial Management and Mission Support data specialists to become PR specialists. So they, instead of the project managers, would input the purchase requests into the automated system.

"Right now you have project managers inputting the funding documents, which are about 150 or 160 different people," explained Ms. Hampton. "What if now Finance inputs the PR's? That's a radical change for AFCEE because as far as I know, it has always been the project managers who input their own funding documents and track them through the system. But now it'll stay in Finance, which is how it's done at the bases. It's a much faster process because it's all done in one division instead of approvals being spread all over AFCEE."

The changes would mean "rearranging" some organizations and creating a division in the Financial Management and Mission Support to handle the added task of processing the purchase requests.

But, "Mr. Parker gave us the OK to eliminate any barrier," noted Mr. LaHue. "He gave us a clean sheet. I think these are significant changes. This involves a reorganization: new job descriptions; rearranging workspace; modifying a contract; AFCEE-wide training; briefing the MAJCOMs (major commands); "finalizing a 'rollout' plan."

Team members stated that the RIE meetings were successful because of the effective communication across all the various functions at the Center and the absence of "turf" battles that often occur in many organizations when change is proposed.

Having a facilitator present serving as a referee, team members agreed, made a big difference.

"I think that helped in a lot of ways," observed Mr. Lozano. "But I think we have enough mature and professional people that we could handle it ourselves. There are a lot of professional, very intelligent people here at AFCEE. They're very resourceful, and if you give them the end goal they'll find a way to get there."

At the time that *CenterViews* went to press, eight classes were being planned to train AFCEE project managers and support contractors on the revamped PR process, which is scheduled to be implemented in either November or December.

Other rapid improvement events are also in the works, including one to reduce the time it takes AFCEE to award a task order.

"Hopefully, future RIEs will be as successful as the one for the PR process, meaning that AFCEE will be able to do business even better than before," concluded Ms. Hampton. ■





*The \$1.5 million rail offloading fuel system will give the base the capability to receive bulk fuel via railcar*

# Osan's new fuel system on track

*The rail facility will serve as backup for the primary pipeline delivery system.*

A \$1.5 million rail offloading fuel system was recently completed on schedule at Osan Air Base, Korea.

The system will give the base the capability to receive bulk fuel via railcar and transfer it to storage to support the installation's mission requirements.

The project, managed by AFCEE's Tom Guelzow, was funded by the Defense Energy Support Center's Pacific area office and completed by Shaw Environmental and Infrastructure, Inc., a Louisiana-based prime contractor.

Mr. Guelzow said the facility can offload five fuel tankers at a rate of about 800 gallons per minute and up to 20 within 24 hours. In addition, the facility's upgraded spill-containment design meets U.S. and Korean environmental and facility requirements, he said.

The rail facility will serve as backup for the primary pipeline delivery system and issue fuel from bulk storage to rail cars for transport, said the project manager. ■



*Employees prepare to remove the fuel from rail tankers at offloading stations in Osan Air Base, Republic of Korea. The new rail facility will be the backup to the pipeline system. A containment pad that runs along the stations will catch any fuel that may spill during operations.*



*Contractor and Osan Air Base, Korea, personnel check the pump house as the installation's new fuel receipt system is initiated. AFCEE uses Korean subcontractors as much as possible to comply with international accords between the United States and the host country.*

*The idea behind sustainability is to meet the demands of present military preparedness without reducing the capacity of the environment to provide for future requirements*



# Military services form sustainability partnership

The concept of sustainability is the focus of the Washington Military Sustainability Partnership, a concerted environmental effort by all the military branches in that western state.

Sponsored by the Joint Regional Flag Officers Council, the partnership's goal is to create a balance between military mission requirements and environmental well-being.

The council recognizes, too, that sustainability is interconnectivity between the environment, economy and society.

WMSP officials say that one of their goals is to demonstrate leadership in developing and managing military operations with a sustainability approach.

They acknowledge that the idea behind sustainability is to meet the demands of present military preparedness without reducing the capacity of the environment to provide for future requirements.

In construction, for example, sustainability means using recovered or recycled materials.

This practice conforms to Executive Order 13101, titled "Greening the Government through Waste Prevention, Recycling and Federal Acquisition," which calls for federal agencies to use recycled materials and environmentally preferable products and services.

The alliance has developed programs that teach the sustainability concept to senior military and civilian leaders, with training often conducted at conferences and meetings attended by personnel from all the military branches in the state.

Also at these gatherings, officials identify common sustainability goals, studying those that may benefit from a regional collaboration. Their focus is on how the services can maintain quality facilities and installations while supporting sustainability goals.

One of the partnership's goals has been to create an initiative that recognizes sustainability's relevance to the mission and makes the military a leader in pursuing sustainability approaches in its operations.

Additionally, officials point out that the partnership offers benefits to the military services, which include:

- a unified leadership;
- collaboration between individual installations;
- sharing of information and technology; and
- reinforcing positive relationships with environmental regulatory agencies and host communities.

They see the partnership, also, as eventually expanding to include other federal and state agencies.

So far, the alliance has provided the impetus for development of sustainability programs at military installations in Washington.

With growth, practice and diligence, the partnership, officials say, will become a tool for sustaining military readiness while balancing responsible environmental, economic and social practices. ■



## In Contracting, 'Let's figure out a way to get it done' is the rule

**T**he tally is in and the numbers show that AFCEE executed nearly 5,000 contracting actions valued at more than \$2 billion in fiscal year 2005, which ended on September 30.

"That's pretty significant, given our size and resources," said Lt. Col. Joseph Koizen, chief of environmental contracting.

The Center, which employs about 400 people, awarded more money than did some larger Air Force organizations, he said. He noted as an example one major command with nearly 77,000 military, civilian, Reserve and Guard personnel that obligated about \$1.7 billion in FY 2004.

But the people who actually work in the Acquisition and Contracting Directorate, which the colonel heads, number only about 130, including contractor employees.

These folks take part in source selection, helping pick the best firms to complete projects, and then tackle the huge amount of processing required to obligate the funds and get contractors paid.

And there is no sign of the work slowing down. The number of actions executed has increased by 20 percent over the last two fiscal years – and the amount of dollars obligated jumped to an incredible 128 percent.

"Without the ability to increase our workforce with contractor employees, this growth would not have been possible," said Janelle Larrison, Contracting deputy chief.

Half of the \$2.1 billion obligated by AFCEE in the fiscal year went to pay for reconstruction work in Iraq.

"There are some really interesting projects going on in the Iraq area," said Colonel Koizen.

He mentioned the rebuilding of the Iraqi Ministry of Defense, construction of forts along the Syria-Iraq border and the building of schools and clinics.

"That's very different from contracting at an operational base," said Colonel Koizen. "What makes this place different is that there's so much going on in so many different innovative areas. There's just a lot going on here."

In fact, it would be safe to say that contracting at AFCEE is different from anywhere else in the Air Force. As contracting director, the colonel has an insight into all the programs and projects – in addition to Iraq—his organization supports on a daily basis, whether it is housing privatization, cleanup of an oil spill in a Pacific Air Forces Command site or the construction of new gates at an Air Mobility Command installation.

And every one of those projects comes with a number of challenges, the colonel said.

"Each director says, 'Well, I've got a very busy directorate. I'm working on these projects,'" he said. "Well, Contracting is working on all of those projects. A team of Contracting folks is assigned everywhere."

The chief said he views his job and that of Ms. Larrison's as helping create an environment in which people can feel free "to exercise their authority as a contracting officer" – and then get out of their way.

"The business model that we have is very successful and very innovative, and I think, without sounding too cliché, that it does inspire creative thought," he said. "I think folks enjoy that type of contracting."

At the same time, he stressed, "we're not cutting corners. We pass every audit, everything that gets looked at passes with flying colors."

It helps, also, that AFCEE has the right contracting tools in place and a source-selection process that "ensures we are able to meet our customers' needs efficiently," said Ms. Larrison.

While government contracting is generally strictly regulated and rule-intensive, Colonel Koizen said AFCEE has a very different acquisition mentality from other agencies of a similar kind. "Sometimes folks get caught up in, 'Well, if it doesn't meet these specific criteria we can't get it done.' This place takes the other approach: 'Let's figure out a way to get it done,'" he said. ■



*In fiscal year 2005, members of AFCEE's environmental contracting staff executed \$2.1 billion in contracting actions – more than some Air Force major commands. Shown in the center (in battle-dress uniform) is Lt. Col. Joseph Koizen, environmental contracting chief, and (right) his deputy Janelle Larrison.*



By Gil Dominguez

## Billion-dollar lady

Last fiscal year, AFCEE awarded \$2.1 billion in contract actions. Half of that amount, \$1 billion, was attributed primarily to one person, contracting officer Loralan Seiffert of the Center's Acquisition and Contracting Directorate.

For the modest Ms. Seiffert, who has been at AFCEE for almost two years and in the contracting profession for 15, her current job is "the most rewarding work I have ever done."

That work involves leading a small group of people who move massive amounts of money to pay the contractors who are helping in the reconstruction of Iraq. Projects range from military installations and water-treatment plants to schools and hospitals.

In addition to Ms. Seiffert, the Iraq reconstruction group consists of one other government staffer and four contractor employees.

"There is a lot of pressure but lots of rewards as well," she said about her assignment.

The biggest reward may be knowing that her work directly affects both United States efforts in Iraq and the future of democracy in that country and the entire region.

"There are not too many places in Air Force contracting where you can have the impact that she does on a daily basis," said Lt. Col. Joseph Koizen, chief of environmental contracting and Ms. Seiffert's boss. "Unless you're the contracting officer for the USS Nimitz or on even some major weapon system, you're not going to exceed the numbers that she has."

Also, not too many civilian employees working back in the United States, thousands of miles away from the battlefield, have the opportunity to influence history.

"Everyday when you turn on the news it's something about Iraq. And here Loralan and her team have a direct hand, a direct impact on our success or failure in Iraq," said Colonel Koizen.

The downside is that the workload can be overwhelming because there is always more work than people to do that work, the colonel said. "Schedules are compacted," he added "What normally would take a year or a year and a half has to be done in several months. That puts a lot of pressure on folks, and the stress levels go up."

Still, there are no complaints from Ms. Seiffert's team, and it is the importance of the work that keeps her and her group motivated. She credits, also, the way business is done at AFCEE for making her task much easier. "The atmosphere here is different," she said. "I feel freer to do what I have to do to get the job done, without the oversight."

"No place else," she concluded, "would see construction being handled this quickly."

*"The atmosphere here is different. I feel freer to do what I have to do to get the job done, without the oversight."*

— Loralan Seiffert  
contracting officer

## Team's ingenious method speeds cleanup, decreases costs

When he was a restoration project manager at Eglin AFB, Fla., before coming to AFCEE, Howard Mathews and employees with contractor CH2M HILL came up with a way to increase the cleanup rate while decreasing costs at a petroleum-contaminated site at the installation.

The project involved the use of a remedial technology to reduce contamination at an area used for aircraft-fire training in the late 1950s. The site was used, also, for disposal of waste fuels, oils and solvents.

The technology included air sparging, which is the injecting of compressed air into the ground to volatilize the contamination and enhance the soil's ability to sustain larger and more active microbes that feed on the fuel contaminate.

Volatilization is another term for evaporation, the process by which a liquid is converted into a vapor form.

As a result of microbial activity, contamination is degraded to less harmful compounds, usually ending up as carbon dioxide and water.

The volatilized contamination was then pulled out of the ground through a soil-vapor extraction system, which uses a series of wells to control the vapor plume's migration.

As a final step, the gas from the vapor extraction was burned off using a thermal oxidizer.

'Being a bit industrious, we wanted to use the waste heat from the thermal oxidizer to perform some work,' said Mr. Mathews. 'They (the microbes) like the warm temperatures, and fuel is volatilized faster at higher temperatures.'

Working on the project with him were Hector Hernandez and Chris Hood of CH2M HILL.

The team built, for less than \$700, a heat exchanger to direct the heat from the system's air compressor into the ground. 'We used stainless steel well screens, black iron piping and galvanized piping to handle the heat, and it added about \$1,500 to the installation costs,' said Mr. Mathews.

'We were thinking it (the heated air) would help the trapped fuel volatilize,' he continued. 'Well, it ended up doing that and enhancing the environment for the bacteria and microbes living in the soil that were using the fuel as food, so it is cleaning up the site at an accelerated rate.'

Mr. Mathews added jokingly that 'we thought we were geniuses since we were 'optimizing' everything we had available to us to enhance the cleanup rate and decrease costs.'

The data, he said, shows that the group's \$2,200 investment is paying off significantly. For example, during an eight-month pilot study on the technology's use, the system proved effective in removing about 33 percent of the estimated mass from the site.

Also, reductions of more than 90 percent were observed in total recoverable petroleum hydrocarbons and other contaminants in the soil. In addition, naphthalenes, which are another set of contaminants called polycyclic aromatic hydrocarbons, or PAHs, were reduced to levels so low they could no longer be detected, said Mr. Mathews, who is now a project manager with AFCEE's Base Conversion Directorate.



*Investment paying  
off significantly in  
reductions of  
contaminants*





*'It was a great first step toward energy self-sufficiency and we look forward to the possibility of building more.'*

– Ernesto Perez  
AFCEE contracting officer  
representative

# First Air Force wind farm erected at Warren AFB

"Air power" took on a whole new meaning at F.E. Warren AFB, Wyo., with the erection of the first two wind-energy turbines at any Air Force base in the continental U.S.

The AFCEE project was constructed by AMEC, an international engineering company.

The turbines were built to help the base comply with Executive Order 12902, which mandates the use of "renewable energy technologies." They will generate approximately 4.4 million kilowatt-hours of clean energy a year, enough to power more than 500 households.

The turbines' energy production will offset the equivalent of 4,866 tons per year of carbon dioxide emissions as compared to energy production with coal. They also are expected to save the Air Force more than \$3 million in energy costs over the next 20 years.

It was a great first step toward energy self-sufficiency and we look forward to the possibility of building more," said Ernesto Perez, AFCEE contracting officer representative for the wind turbines.

He added that because the project was completed two months ahead of schedule, funding and performance savings were used to provide Air Force decals for the windmills. The decals had been much desired but were not in budget, said Mr. Perez.

'AMEC really delivered on the F.E. Warren wind farm," he said. "Everyone's eyes were on this one, and we (AFCEE and AMEC) look good."

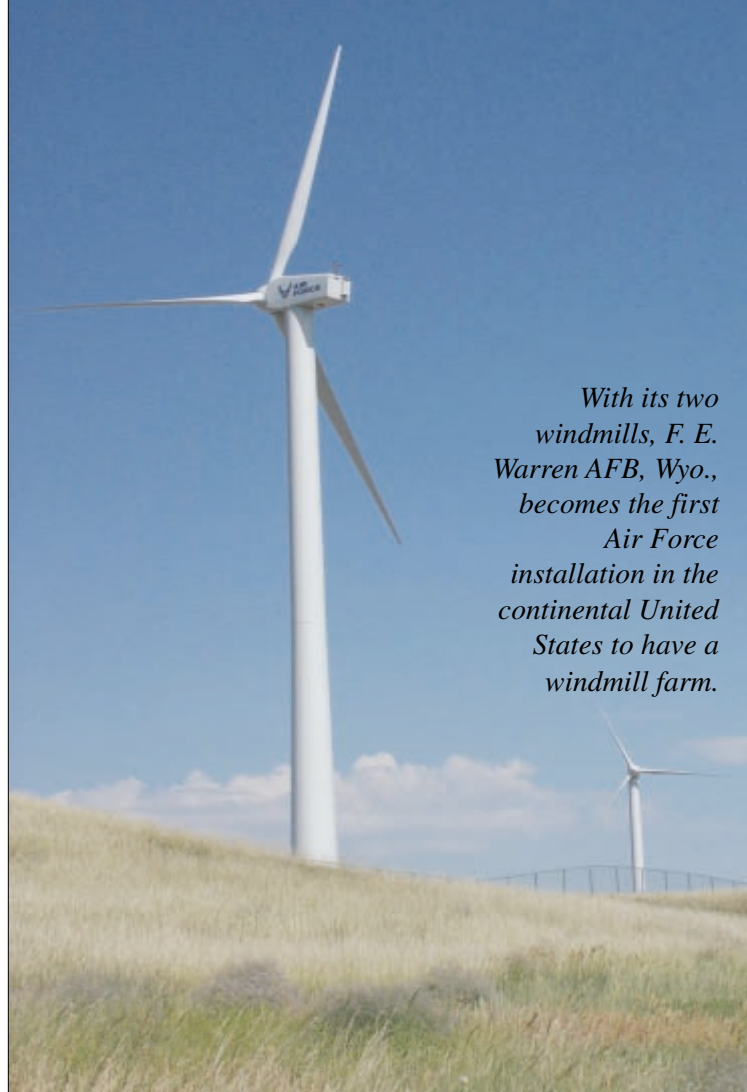
He said also that the contracting process "used our request-for-information approach, and it identified AMEC as the most suitable contractor due to its successful past performance with the construction of wind turbines."

Scott Streifert, AMEC's Air Force program manager, said his company "greatly appreciates the confidence that the AFCEE and F.E. Warren team placed in us when selecting us for this very important renewable energy project. We are very proud to be part of this winning combination."

*Information for this article was provided by Brad Christensen, AMEC communications director.* ■

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approximately 4.4 million  
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*With its two  
windmills, F. E.  
Warren AFB, Wyo.,  
becomes the first  
Air Force  
installation in the  
continental United  
States to have a  
windmill farm.*



*Savings from early  
completion of the  
windmill farm  
project at F.E.  
Warren AFB, Wyo.,  
allowed the  
purchase of Air  
Force logo decals  
for the two  
windmills.*



*By Capt Danielle Domingue  
AFCEE Housing Directorate*

The Housing Directorate's Privatization Division was host to the 2005 Air Force Housing Privatization National Industry Forum in Chicago in August, which was attended by nearly 150 persons that included developers, financiers, homebuilders, property managers and legal representatives.

The forum provided private industry an opportunity to learn more about Air Force housing privatization and the commercial opportunities available in the program – from the Air Force side as well as from private-industry members already participating in the program.

Industry representatives were given detailed information about the program: its successes to date; upcoming project opportunities; the program's financial overview; and how the Air Force successfully finances, constructs/renovates and manages the service's 40,000 family housing units.

The meeting provided the chance, also, for members of the private sector to interact one-on-one with the Air Force housing privatization program managers and ask them specific questions. Additionally, current private-sector teammates had the chance to network and build new partnerships.

## Housing Privatization Division is host to national industry forum

By exposing more players from private industry to the advantages of housing privatization participation, Air Force officials hoped to increase the number of bidders on large privatization deals and reap the economic benefit of greater competition.

Forum keynote speaker Fred W. Kuhn, deputy assistant secretary for installations, provided a unique perspective on the evolution of the Air Force Housing Privatization program and valuable insight into its growing future.

He emphasized its value to Air Force personnel and the military and stressed the importance of private sector teammates in making privatization a success.

Another presenter was Ralph Basile of Basile Baumann Prost & Associates Inc., who described the financial and business analyses that his firm and other AFCEE privatization support contractors do on proposals the Center receives from developers interested in privatization work.

Also speaking was Tabare Borbon of Standard and Poor's who explained how his company developed investment ratings for housing privatization transactions.

Other speakers presented information on how attendees could successfully become part of the program, including strategies and insights for developing winning requests for proposal.

Thanks to the planning efforts of the AFCEE Housing Privatization Team staff, the 2005 industry forum was a great success, bringing many new industry partners to the table to help the Air Force provide quality, state-of-the-art homes to its Airmen.

Although the division was host to three regional industry forums last year, this year's event was the first to be held on a national level. ■



# Environmental symposium set

**L**ANGLEY AIR FORCE BASE, Va. (ACCNS) - The 2006 U.S. Air Force Environmental Training Symposium, an educational training program for more than 1,500 representatives from the Air Force, other government agencies and national academia is slated from February 27 through March 3 at the David Lawrence Convention Center in Pittsburgh.

The symposium is a partnership with Air Combat Command, Air Education and Training Command, Air Mobility Command, Air Force Space Command, Air Force Reserve Command and the Air Force Center for Environmental Excellence.

"The United States Air Force is proud of its guardianship of our nation's defense and its stewardship of our human and natural resources," said J.P. Smith, symposium director. "This symposium is a vital part of our efforts to meet these commitments to our nation."

The worldwide student body consists of representatives from nearly every U.S. state and more than 15 foreign countries. They include installation- and corporate-level civil, environmental and bioenvironmental engineers; logistics (supply, transportation and contracting); operations and maintenance; public affairs officers; occupational safety and health; environmental attorneys; and many local, state and federal environmental regulators.

Student quotas for the symposium are strictly controlled and distributed. Only students with quotas will be able to register and attend the training.

Approximately 380 course sessions and seminars will be conducted at the 2006 symposium.

Several prominent guest speakers will discuss topics that directly influence the nation's environmental, safety and occupational health programs.

Many of the world's top environmental businesses will be on hand to exhibit state-of-the-art products and discuss the latest trends, innovations and technologies. ■

For more information, call the symposium office [757-764-9775 \(DSN 574-9775\)](tel:757-764-9775) or contact by e-mail [sympo@langley.af.mil](mailto:sympo@langley.af.mil). The event's Webpage [www.Esympo.com](http://www.Esympo.com)

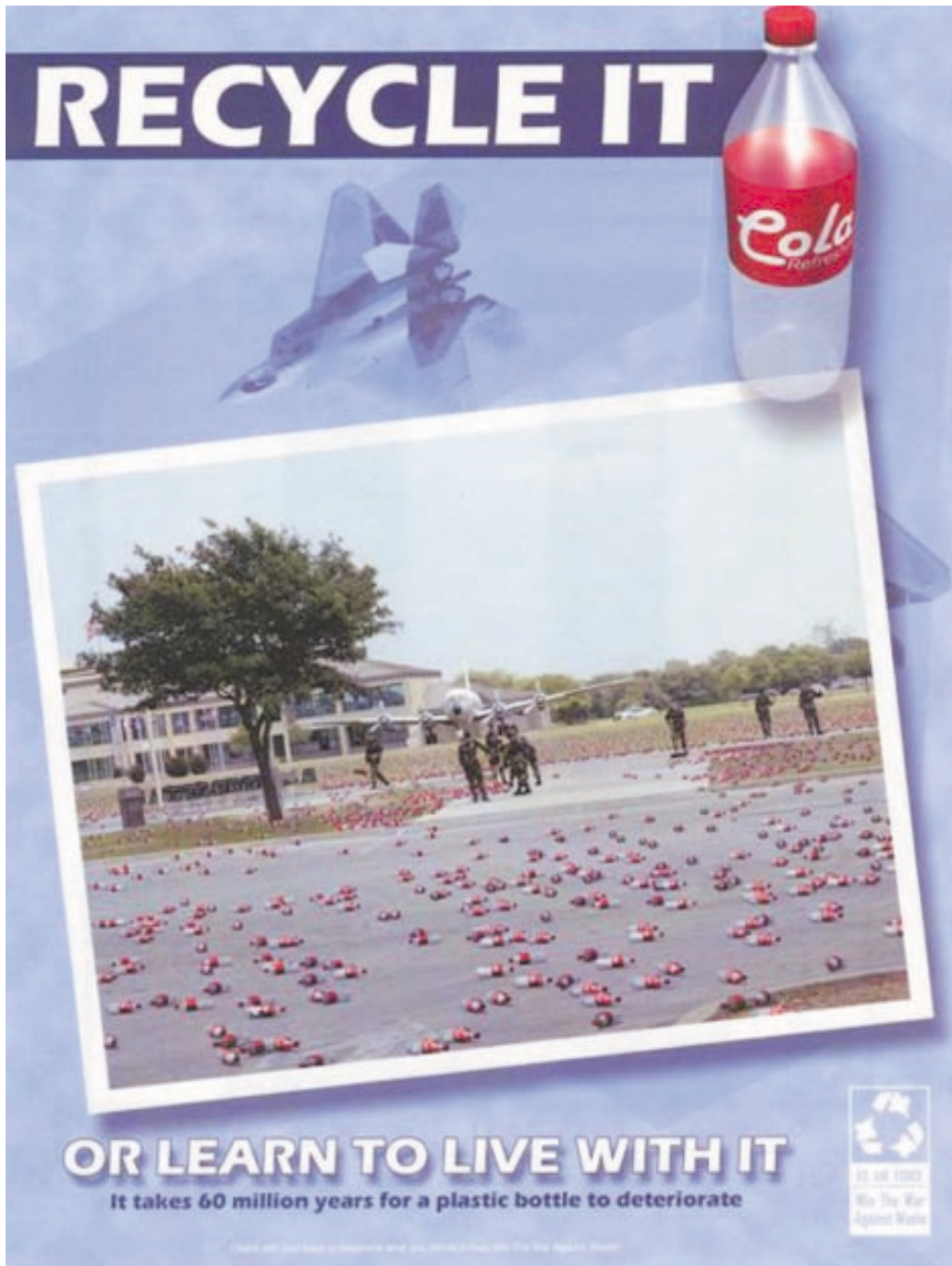


*The United States Air Force is proud of its guardianship of our nation's defense and its stewardship of our human and natural resources.*



– J.P. Smith  
Environmental Training  
Symposium director

# Workshop to focus on material recovery



The Air Force is holding its first material recovery workshop, "Sustainable Approaches to Building Material Recovery," November 16 and 17 at the Westover Air Reserve Base, Mass.

The meeting will be conducted by the National Defense Center for Environmental Excellence and Concurrent Technologies Corporation of Pennsylvania.

Topics to be discussed will include best practices for optimizing material recovery and diversion and the latest technologies, tools and techniques to achieve the best results in those areas.

Seating for the free workshop is limited to 30 attendees and is open to military, civil service personnel and Defense Department contractors.

Officials said the workshop offers a good training opportunity for anyone who is responsible for non-hazardous solid waste diversion at an installation.

Lodging arrangements can be made through the Air Force Inn at Westover ARB. The number there is 413-557-2854.

For more workshop information on the workshop contact AFCEE's Nancy Carper at (210) 536-4964 or Bill Boone of NDCEE at (727) 549-7251.

*The Air Force's Win the War Against Waste program came out with some new material last summer, including this poster on recycling. Begun four years ago by Nancy Carper, AFCEE's Resource Conservation and Recovery Act program manager, the campaign seeks to educate military and civilian members about the importance of reducing the amount of solid-waste generated in the Air Force. For more information about how your base can Win the War Against Waste, contact Ms. Carper at (210) 536-4964 or DSN 240-4964.*



# 16 days, \$161 million for Iraq reconstruction

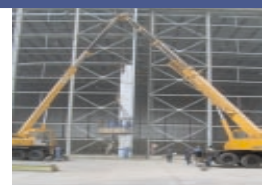
Contracting activity at AFCEE reached new levels recently as more than \$161 million in Iraq reconstruction money was awarded from August 25 through September 9. That included nearly \$140 million in new work and more than \$21 million to complete ongoing work.

The awards are for 15 projects that will build more than 11 police stations, five border forts and other essential security and justice facilities around the country. AFCEE will oversee the work of its contractor partners through its Iraq-based project management offices that include both active duty military and civilian engineers and contracting officers.

AFCEE and its contractor partners doing work in Iraq have made it a priority to employ Iraqi workers, including engineers, architects and skilled laborers at all of their sites. On any given work day they employ between 3,000 and 4,000 Iraqis.

Currently, AFCEE has another \$670 million in pending Iraq reconstruction awards. AFCEE officials estimate that the total work awarded in 2005 will equal or exceed the \$1.2 billion worth of projects AFCEE and its contractors completed in Iraq during 2004.

## Iraq Update







# Maintenance hangar project complete

*At its peak, the project employed more than 450 workers, including local Iraqi construction workers, security personnel and TolTest's management and engineering people*

A FCEE contractor TolTest has completed work on a maintenance hangar at the Baghdad International Airport-Al Muthana Iraqi air force base complex.

Known as building 260, the facility will be used to maintain and repair wide-body aircraft. It currently houses 39 offices and an open-bay hangar.

The project renovation and construction project involved demolishing old offices and other areas and replacing them with new ones.

It began late last year, with completion having to be rescheduled because some of the office space was being occupied by U.S. and Iraqi personnel conducting military operations.

TolTest then had to use a phased approach, completing one side of the building and then the other as a way to work around the military requirements.

The contractor set up, also, five trailers to provide temporary space for Army personnel while the project continued.

With the building totally evacuated in May, TolTest was able to complete the work on what will be an important facility for Iraqi government forces.

Officials said that at its peak, the project employed more than 450 workers, including local Iraqi construction workers, security personnel and TolTest's management and engineering people.

Additionally, no time-lost incidents were recorded on a project that exceeded 670,000 man-hours.

The firm received a letter of commendation from Gen. Karim Ali Abood, the base's commander, for its work on the base complex.

"Please know that we appreciate your efforts to help build a modern and strong Iraqi Air Force and that your efforts will ultimately contribute to making Iraq a strong and free country," wrote the general. ■



*The hangar doors to building 260 are repaired at Baghdad International Airport-Al Muthana Iraqi air force base.*



*The last sheet metal pieces go up on building 260. The facility will be used to repair wide-body aircraft belonging to the Iraqi air force.*



**Quick  
thinking  
may have  
saved  
lives**



**Construction  
quality  
on the rise**

**A**n Iraqi quality assurance engineer working for AFCEE contractor Versar, Inc., recently thwarted an attempted roadside bombing by two insurgents in the Baghdad International Zone.

The individual was riding in a cab and had just passed a checkpoint when he and the driver noticed two suspicious-looking men on the road median between the guardrails.

From his opened window the Iraqi professional shouted to the men across the street if they were lost and needed assistance, to which they replied, "Mind your own business."

Exiting the cab, the engineer demanded that the men show him their badges. The shocked insurgents produced their identification cards and when they did the man instinctively grabbed them from the men and began to back away.

Suspicious of the individuals, he waved down a passing Iraqi police patrol car and quickly explained the situation to the officers. The police took charge of the two strangers and on inspecting the site where the men had stood found an improvised explosive device hidden under the guardrail.

Asked about his heroic actions, the Iraqi professional commented simply that he was proud of his country and the work he was doing to rebuild it. He said also that the insurgents' tactics did nothing but make the lives of the Iraqi people more difficult.

AFCEE and its contractors have effectively teamed with Iraqi professionals to not only rebuild their war-torn country but also ensure the safety of the Western and Iraqi workforce in Iraq ■



**T**he AFCEE/Versar team in Iraq has added 60 Iraqi and third country national engineers to serve as onsite quality assurance representatives.

These are highly skilled engineers who want to rebuild Iraq and establish modern construction techniques. As a result, construction subcontractors have elevated their standards dramatically, say AFCEE personnel who have served in Iraq.

They noted that at first, walls were not always square; mortar sometimes crumbled after application; tile was not always level; and safety techniques were limited.

Now, they say, the labor force is skilled at placing reinforced concrete; tile installation is top quality; and walls are plum, square and structurally sound.

The AFCEE contractor has also teamed with Iraqi engineers to develop the comprehensive Iraqi construction standards and building codes. The engineers will now lobby the newly formed Iraqi government to adopt the standards for all future construction in Iraq.

In a related initiative, Versar began establishing a vocational training system in Iraq to develop a young, skilled construction workforce. These training centers, which will be located in population hubs throughout the country, will teach the workforce the latest construction techniques, safety standards and quality initiatives.

AFCEE and Versar engineers say that the spirit of the Iraqi workforce is like nothing they have seen elsewhere. They note that Iraqi bricklayers continue to work 12-hour days in summer months, when temperatures may reach 130 degrees. Also, all the laborers, engineers and managers make it to work every day despite numerous bombings, kidnappings and shootings. ■



# First water-sector project completed



**A** \$7.6 million, first-of-its-kind water project in Iraq is expected to save more than 123,000 acres of agricultural land in the central part of the country.

AFCEE officials said the refurbishing of a failing dewatering system in Karbala will lower the water table in the area and thus reduce the soil's high-salt content.

The revamped system is "one of the most important stations in Iraq," said officials.

The work was completed by the Ohio-based small business firm TolTest, Inc., under an AFCEE contract.

The project involved replacing or refurbishing the station's pumps; cleaning and screening the intake system; and providing one month of training to local Iraqis on how to operate and maintain the station.

The work included also repairing operator housing and other structures, as well as installing fencing and lighting,

Under the same project, AFCEE and TolTest are nearing completion of work at an undisclosed location in central Iraq. This facility will pump raw water to a treatment plant that will supply drinking water to more than 60,000 Iraqis.

AFCEE officials said that despite the many challenges of working in the war-torn country, the water-station project was completed within "the original budget and specified period of performance."

Additionally, TolTest used 100 percent Iraqi labor, which benefited the local economy and enhanced project security.

The work was of extremely high quality, said AFCEE officials, and the facility is one the Iraqi people can be proud of.

Most importantly, they added, the project was performed safely, with no onsite security incidents and no time lost due to safety mishaps. ■



*Iraqi workers install a motor at the recently completed Karbala water station. Air Force officials said the plant is one of the most important stations in the country.*



*Another worker checks the operations at the recently completed water plant in Karbala. The project is expected to save more than 123,000 acres of agricultural land.*

## Another water project

**T**he completion of a \$68 million AFCEE military design and construction project in Iraq has brought also an increased water supply to the people of Kirkuk north of Baghdad.

The project was the construction of a new Iraqi Armed Forces brigade base on the site of an abandoned airfield 10 kilometers (6.2 miles) north of the town.

ECC was the AFCEE contractor on the project.

Initial plans called for buying a prepackaged water-treatment plant for the installation. Instead, the project team decided to renovate an existing regional facility located in nearby Dibis and met with plant officials to discuss the sharing of water resources.

Fixing the existing system, said officials, was less expensive than buying an entirely new system and resulted in a 60 percent increase in the water supply to the local community. ■

## Computers and sports equipment

**I**n other Kirkuk community outreach actions, contractor ECC donated \$35,000 to purchase from a local vendor 60 computers, printers and associated systems for 10 local schools, six of which are schools for girls. Students at nine of the schools had not even seen computers before.

Before the computers were set up, the project team worked with local staff, the Ministry of Education and community leaders to incorporate renovations at the schools, which included providing internet accessibility.

Wanting to balance the classroom with athletic activities, the project team's donations included equipment to local sports clubs.

AFCEE officials said that community outreach is an integral part of project success, especially in this country where the essentials Americans take for granted are nonexistent. ■

*Joe Cole, project manager with AFCEE contractor ECC, is shown with principals of the local schools and committee members from the Ministry of Education after his firm donated 60 computers (stacked in background) to 10 schools in Kirkuk, Iraq.*





# Teamwork produces 'outstanding medical and dental facility'

*By Tom Clarkson  
Gulf Region Division  
U.S. Army Corps of Engineers*

**U**MM QASR, Iraq —What a team: Project money through the Multi-National Security Transition Command – Iraq (MNSTC-I); contracting agent duties efficiently handled by AFCEE; the military, government service and Iraqi engineer professionals of the U.S. Army Corps of Engineers, Gulf Region South, tasked with quality assurance oversight responsibilities; and Tetra Tech EC, Inc., as the prime contractor working closely with a crew of superlatively conscientious Iraqi subcontractors.

And what a result: A “truly outstanding medical and dental facility,” stated the slim, short-haired Iraqi military physician who, with a most appreciative smile, happily accepted the keys to the building during the official turn-over activities. The sparkingly clean, chrome, white and pastel colored clinic is the first of eleven, virtually identical, facilities to be completed and turned over to Iraqi military forces.

In this inspection and handover – “my one last official function” — before returning home, Air Force Maj. Tom Williams, of the MNSTC-I J-7 AFCEE office, commended all who participated in this successful, on-time, in-budget, new construction. “I cannot think of a more fitting ‘final chore’ than to have been involved in this project culminating with this turn over. The total effort is a fitting tribute to (teamwork) and bodes well for Iraqis taking an increasingly greater role in their country’s reconstruction efforts,” he stated.

The scope of this project included the construction and equipping of a brigade medical center at the Umm Qasr Naval Base. The facility will serve as the primary medical clinic for Iraqi naval forces stationed there. ■



*(Photo courtesy U.S. Army Corps of Engineers)  
Col. Larry McCallister (right), commander of the U.S. Army Corps of Engineers Gulf Region South, and Iraqi officials tour the newly completed medical and dental facility at the Umm Qasr Naval Base.*





By Kristi Kovalishyn and John Dordan  
*Special to CenterViews*

## Humanitarian effort: Contractor lends hand to brick factory school

### IRAQ UPDATE

**K**IRKUSH, Iraq – Kirkush Military Training Base (KMTB) is located on a desert plain, northeast of Baghdad and a few kilometers from Iraq's border with Iran. Beginning in April 2004, AFCEE has managed an extensive program to restore and improve the base's facilities and utility systems to accommodate basic training for the new Iraqi Armed Forces.

AFCEE contractor ECC, through its international subsidiary ECCI, has involved community leaders to ensure the local labor force and businesses benefit socially and economically.

About three kilometers south of KMTB, the flat desert horizon is broken by a plethora of chimney stacks rising out of the ground, each billowing black smoke and soot 24 hours a day, seven days a week. At first we wondered about this unexplained oddity in the landscape. We later learned that the smoke stacks were a part of a brick factory, one of about six in Iraq.

ECCI employees made their first visit to the brick factory in July 2004, under U.S. military escort. Tall berms of dirt make up the perimeter within which a community lives. A maze of roads divides the land into sections for work where each kiln is located, and for living areas with small, one-room houses made of brick. About 2,800 people live within the berms of the brick factory; most will never experience life outside its walls.

We had been told that westerners did not visit the brick factory and that the people living inside were against the coalition. However, as we drove through, children ran up to meet us and adults waved and gave the thumbs-up sign. Women were fully covered in traditional black dresses (dishdasha) with veils (rabata), while the men and children wore more Western-type clothing. Many of the children were barefoot. Most of the adults had a gray and hollow look to their faces – a result, no doubt, of the continuous smoke and soot in which they live and work.

We were able to give the people living there toys and candy that had been donated by our friends and families and U.S. military personnel. They were excited and eagerly accepted the gifts. They also loved having their picture taken, especially the children.

A month later we returned to the brick factory, again under the protection of military escort. We immediately noticed that the school had reopened after the summer holidays. It is located near one of the entrances into the brick factory, about 300 meters off the highway. At that time, it shared the building with the newly-formed Iraqi police.

This was not an ideal building-sharing partnership, since the police were – and continue to be – a target of insurgents. However, a few months later the police station moved out and the school gained access to the entire building.

Over the past year we have been able to make six trips to visit the school, most recently in May. Trips to the school do not require a military escort, as we are well guarded by our personal security detail. As well, the school's proximity to the highway makes it less of a security hazard than traveling deeper into the factory grounds. Before we enter the school, our security detail conducts a sweep of the building to determine if it is safe, and then they set up a secure perimeter.

Mindful that our security people are armed, we try hard to minimize disruption of school activities. But civilians have been used as shields by the insurgents, so we must take these precautions before we enter the school compound.

Upon seeing the condition of the school, ECCI employees took it as a personal challenge to try to find a way to upgrade the conditions. The school has no electricity or running water. In the winter, there is no heat and in the summer no air conditioning. There are cracks in the concrete floors and the paint is peeling off the walls. The brown paint is barely visible on the old wooden desks, which are shared by two or three children at a time. Some desk legs are propped up as the original leg has broken.

Children who attend the school are as neatly groomed as could be expected given their living conditions, but the students have the same gray pallor as the rest of their

community. The girls wear white blouses and navy jumpers, some obviously hand-me-downs. The boys do not have a uniform; they dress in Western-style clothing—pants (but not jeans) with T-shirts or sweaters.

ECCI representatives met with U.S. Army civil affairs officials and local Iraqi government and business leaders about conditions at the school. They reached an agreement to tie the school into the pipeline that feeds water to KMTB once the newly constructed 16-km pipeline is up and running. Similarly, discussions are under way to tie the school into the new 14-km electrical line once it is connected to the Iraqi power grid.

In January, ECCI donated heaters for each classroom in the school. Families and friends back home have learned about the brick factory school, and many of them have donated school supplies and clothes for the students. Even local businesses are getting involved, with one subcontractor working at KMTB contributing backpacks and briefcases. During the visit in May, each child received a new backpack loaded with school supplies and each teacher got a briefcase.

*“In life we cannot do great things.  
We can only do small things with great love.”*

*Mother Teresa*

There are about a thousand children living in the brick factory. During the first visit to the school, about 40 students were counted. By May, just before the children were let out of school for the summer, that number had climbed to 71. Six students have joined the school from Southern Iraq because their parents are working at KMTB. Some, too, may have begun attending classes simply because the school is better supplied than ever before.

Most children begin working as soon as they are old enough to be competent at their assigned task. Their main task is to load and unload bricks to and from the cart and then lead the donkey cart back and forth between various points in the factory. Children earn half as much as adults, hence the incentive to have children work.

The children are always excited to receive visitors. Their lessons forgotten, they lean forward in their desks, some gathering in their classroom doorways to catch a glimpse of us, knowing we have brought gifts. They show no concern at the armed security team, or the fact that all their guests are wearing body armor.

Our desire is not to change the way the school runs. What we hope to do is to use our knowledge and our contacts to inspire people to improve the conditions at this school. We understand that children can learn in any environment, but if there is something we can do to contribute to better conditions, then we will have achieved our goal.

It's exciting to be a small part of this huge transformation, that the little we are doing may be able to influence the future. The children will hopefully come to see that westerners care about them and their well-being.

Each time we enter the school we see in the animated eyes of the children hope for the future of a very old and historic nation on the threshold of dramatic change.

*Kristi Kovalishyn and John Dordan are employees with ECC in Baghdad.*



*Kristi Kovalishyn, an employee with AFCEE contractor ECC, is shown with some of the students at a brick factory school her company has been helping furnish with donated supplies and equipment.*



*These girls have to wear sweaters and gloves because their school, located in a brick factory, has no heating system. AFCEE contractor ECC has been helping the school with donated material.*



# Afghanistan struggling to rebuild its rich agricultural tradition

*The international  
community is working  
hard at military  
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doesn't occur*

## FEATURE

*By Capt. Paul Silas  
Air Combat Command  
Special to CenterViews*

I was recently deployed to Afghanistan where I saw first-hand the devastation and destruction caused by civil war, civil unrest and 25-plus years of bad environmental stewardship.

Throughout its early history, Afghanistan had been mainly an agricultural society with little contact with the outside world. It was not only self-sufficient in food production but was a significant regional food exporter. Afghan dried fruits and nuts accounted for 60 percent of the world market in apricots and almonds in 1982, but rapidly declined to around 16 percent in 1990. The market share is even lower today, but the products are still an important source for much-needed foreign currency.

Afghanistan's successes of the 1960's and 70's turned sour when the Soviets intervened in 1979 and supported the Afghan communists against other groups vying for control of the troubled nation during a bitter civil war. As the communist warlords gained control of all the major towns in the 80's, they looked for ways of controlling the people.

The communist Afghan government, with Soviet assistance, struck at the rural-based rebels by basically destroying their entire agriculture-based way of life.

The communists burned crops; destroyed the underwater canals, or Korez systems; filled in wells; deployed land mines; and did other destructive practices that turned once garden spots into thousands of miles of desert wasteland and blowing dust.

I deployed to Bagram Air Base, located in what was once Afghanistan's fertile agricultural center. The Soviet-backed communist government and the many Soviet military advisers used Bagram as a major airfield for launching attacks against the rural-based fighters throughout the late-70's and mid-1980's, leaving hundreds of environmental disasters in their wake.

Bagram is filled with numerous locations where solvents such as hexavalent chromium were dumped after use without any attempt at containment or even proper disposal. Landmines abound on base and surrounding region, making it impossible for farmers to work the fields or repair their Korez systems. The underwater canal network is in ruins, leaving former vineyards and wheat fields to become little more than weed-infested, dusty scrublands.

The United States is deeply involved in assisting Afghanistan reverse this decades-long environmental nightmare.

Since agriculture is the mainstay of Afghanistan's economy, special emphasis is being placed on getting the agricultural industry back in operation. It is the main source of national output and employment, with some 85 percent



of the country's estimated 22 to 23 million people directly dependent on agriculture. About half of the cultivable area is irrigated, while the other half is arid or rain-fed.

Convincing the Afghan people to discontinue their lucrative poppy production for food production is another difficult effort faced by the international community. In the 1980's and 90's, Afghanistan's economy was heavily dependant on the poppy flower for opium production, a major

source for the European opiate market. With U.S. military and international efforts, Afghanistan has drastically reduced poppy production.

Without international involvement, an estimated 80,000 hectares (nearly 22,000 acres) in 2001 would have been devoted to poppy production.

The United States and international community are busy reeducating the poppy farmers and rebuilding essential infrastructure to help Afghanistan out of these dark days.

The U.S. Army has numerous provincial reconstruction teams assisting local and regional Afghan leaders by providing basic knowledge of construction, well and canal digging, irrigation and sanitation. German and British allies instruct town medics in basic sanitation, hand washing, immunizations and nutrition.

The international community is working hard at military installations across Afghanistan to ensure environmental practices are followed and further degradation to the impoverished nation doesn't occur.

The U.S. is training the Afghans on basic agricultural and irrigation techniques, and the U.S. Army is de-mining and restoring a portion of a stream system flowing in the Bagram area.

Continued international assistance and active involvement are essential since experts predict recovery will take about 40 years – more than a generation —before Afghanistan becomes green again. ■



*A young entrepreneur sells tea from a roadside "shop" in Afghanistan. The country, once a rich, agricultural center, has been devastated by more than 25 years of war and civil unrest.*





*(Photo by Gil Dominguez)  
Vincent Laborde is the first person  
at AFCEE to hold the newly  
created position of civilian  
executive assistant to director  
Paul Parker.*

# Engineer goes from 'nerd' to first civilian executive assistant

## AFCEE Profile

Vincent Laborde is the first person at AFCEE to hold the newly created position of civilian executive assistant to Center director Paul Parker.

It is an 18-month, career-broadening assignment that will give Mr. Laborde a close-up look at the management-side of AFCEE's business.

"The position prepares a person to see if the management path is the path in which he wants to go," he said. "Sometimes engineer-types, like me, may prefer to stay on the technical path."

At the end of the 18 months, Mr. Laborde will be prepared for either a promotion or a move into a management position.

For now, he's focusing on his duties, which include conveying information to AFCEE engineers, architects, project managers and others on how they can enhance their careers with additional education or training leading to advanced degrees or professional registration.

One of Mr. Laborde's tasks has been to develop a communication plan, which includes setting up an Intranet Website that examines new policies on how positions are filled for employees in grades GS-13 to 15.

He has in mind, also, a plan for establishing a formal mentoring program that matches AFCEE volunteer mentors and employees.

"All this ties into what's called 'force development,'" explained Mr. Laborde. "People do the work. That's where all the value is in an organization. If you develop your people professionally – training them, getting them the education and experience – they will take care of the mission."

Before becoming Mr. Parker's civilian executive assistant, Mr. Laborde was a project manager in the Combat Support Division where his main customers were the Air Combat Command installations of Beale Air Force Base, Calif., and Barksdale Air Force Base, La.

Mr. Laborde is a veteran AFCEE employee, having transferred here from ACC Headquarters at Langley Air Force Base, Va., in 1993.

The Louisiana native grew up in the farming community of Mansura, in the central part of the state. The town of about 1,500 residents is the self-proclaimed world capital of "cochon de lait," which translates literally from the French as "pig in milk." The term refers to the Cajun style of roasting whole young porkers.

The AFCEE employee's father was a carpenter who went into business for himself in home construction. "So I was his free labor for the summer," said Mr. Laborde jokingly. "I basically learned how to build houses."

From his father, a devout Roman Catholic, he learned also a strong work ethic and values. "In the second grade I became an altar boy and stayed one until the 12th grade," Mr. Laborde said.

For the young man, the most interesting part of seeing a house go up was when electricians would wire the houses. He enjoyed, also, reading blueprints with his father who encouraged him to "go on and be an architect or an engineer," Mr. Laborde remembered. "So he started planting those seeds very early. As a blue-collar worker he always wanted something better for his kids. He thought I should be the person who designs the houses instead of building them."

Mr. Laborde admitted that in high school he was "a nerdy type student" with the thick glasses and pocket protector loaded with lots of pens and pencils. "I

loved math and science," he said. "The kids would say, 'Hey, let's sit next to him, he's going to make an A on the test,' but I told them they had better not be cheating."

In the fifth grade Mr. Laborde began playing trumpet in his school band. Later, at the age of 16, he did a very un-nerdy thing by learning to play guitar, later switching to bass.

After graduating from high school in Mansura, Mr. Laborde attended college at the Louisiana State University campus in Alexandria and later transferred to the main campus in Baton Rouge where he received a degree in electrical engineering in 1980.

While in college he joined a three-piece country/rock group that in 1979 recorded a single in Nashville titled "Running from Love."

His first job right out of college was working as a field engineer for Central Louisiana Electric Company, a public utility, based in Pineville, La. After five years in that job, however, he thought about changing careers. So when he learned about an opening for a base electrical engineer at England Air Force Base in Alexandria, he applied for it and was hired.

Later, when a job opened up in the environmental office he competed for it and was selected as chief of the environmental flight, his first supervisory position.

But when England Air Force Base made the Base Realignment and Closure list in the early 1990s, Mr. Laborde decided it was time to move again. He transferred to ACC where he worked for a year and a half in the environmental compliance area. It was while he was at Langley that Mr. Laborde came to Brooks on temporary duty and got to meet some AFCEE people.

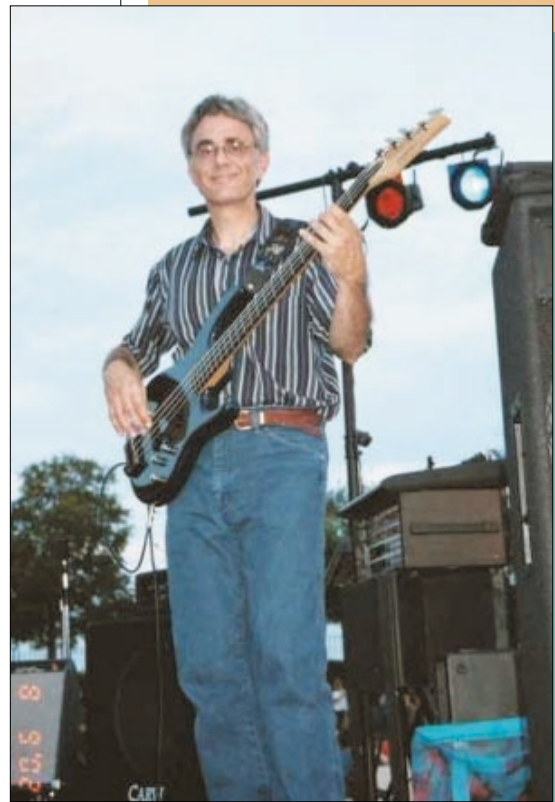
"They said, 'Well, if you're interested in coming to AFCEE, we have a lot of positions coming open for restoration team chiefs,'" Mr. Laborde recalled. "So, I was thinking about that, and San Antonio is closer to Louisiana where my folks are than is Virginia, and after talking to my family about it I put in for a job here. That's how I got to AFCEE in September of 1993."

At AFCEE he was assigned to manage projects at ACC, his old major command, and that is what he did until he was named to the new position. In the interim, he attended Air Command and Staff College in residence for 10 months at Maxwell Air Force Base, Ala. And late last year he went to Baghdad to oversee AFCEE projects in Iraq. "It was very much of an eye-opening experience for me," he said about his short stint in that country. "It's amazing the kind of projects we're doing over there. I was working on a project to rebuild some schools. This gets down to the level of the people. If you can help rebuild their schools for their kids, it brings back that good feeling among the people."

Mr. Laborde added that he was amazed at the risk that Iraqis who worked in his office took in coming to their jobs every day. "We had escorts and all this protection, but these people came in their cars just like we do here."

"The Iraqis basically want peace and a safe place to live and work," he continued. "They felt good about us being there and that we were there to help them. I was amazed by all that."

On the personal side, Mr. Laborde and his wife Shirley have been married for more than 27 years and have two grown children who have given them two grandchildren. He is a relatively young grandpa, only in his late 40s. ■



*Vincent Laborde, civilian executive assistant to AFCEE director Paul Parker, leads a double life as a bass player in his spare time. Most of his appearances are at non-commercial venues, such as playing during Catholic Mass. The electrical engineer's love affair with music started in the fifth grade when he learned to play the trumpet.*

## Laughlin project draws kudos



*Col. Todd Walters (right), 47th Flying Training Wing commander at Laughlin AFB, Texas, presses a button to activate the installation's new fuel fillstand during a recent ribbon-cutting ceremony. The colonel is joined by Tom Guelzow (left), AFCEE project manager.*



The AFCEE project team managing a military construction project at Laughlin AFB, Texas, received a certificate of appreciation from Lt. Col. Marc L. Pincince, deputy commander of the 47th Mission Support Squadron, for the “well-executed and timely” completion of a fuel fillstand and pumphouse at the base. “Your outstanding efforts have directly contributed to support of the Laughlin AFB mission,” the colonel wrote.

Located just nine miles from the Mexican border and 150 west of San Antonio, Laughlin is one of five Air Education and Training Command pilot training bases.

Trucks ferry the jet propellant from the fillstand to trainer aircraft on the base’s flight line.

The certificate recognized Tom Guelzow, project manager and contracting officer representative, and AFCEE contractor Weston Solutions, Inc.

Mr. Guelzow said the “unconditional success” of the project, which came in three months ahead of schedule, was due to “the dedicated effort of all involved.”

At a ceremony initiating the new fillstand, 47th Flying Training Wing commander Col. Todd Walters cut the ribbon and helped start the new fueling system.

“Colonel Walters was very pleased with the new capability,” said Mr. Guelzow. “His comment was that if we (AFCEE) could execute and build something as complicated as this, we could easily construct other MILCON (military construction) projects on base.” ■



## Employee featured in national magazine

**E**rica Carrasco, an employee with AFCEE contractor Portage Environmental, Inc., was featured in the New York-based magazine *Working Mother* earlier this year.

In the article, Ms. Carrasco, a contract support specialist with the Major Command and Installation Support-Worldwide Directorate, describes how she grew up in poverty in Midland, Texas, and her struggle now as the main breadwinner in her young family to complete her education and eventually grow her graphic-design business.

On top of working full-time and caring for her family while her husband attends college in the evenings, she also develops Websites, logos and other design services for companies and individuals.

Ms. Carrasco's plan to get a college degree was put on hold when she married her high-school sweetheart and became a mother at the age of 20. She now has two children.

She drew the magazine's attention last year when she entered a contest the publication was running. Contestants were asked to write about why they were working and what they got out of their employment.

The winner would get a free trip to New York and a photo shoot featuring her and her children in their hometown, with one of the pictures appearing on the magazine's front cover.

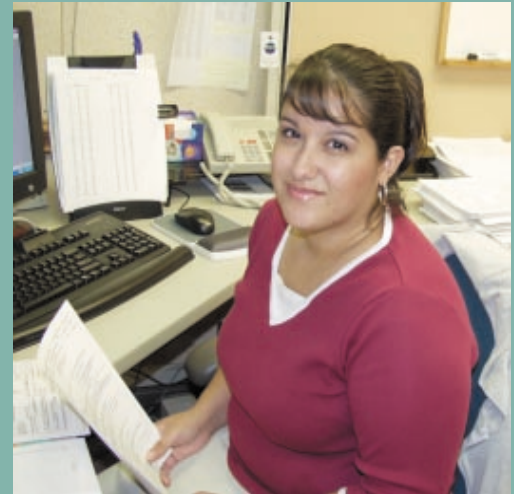
"I didn't win the contest, but they still loved my answer," said Ms. Carrasco.

So the magazine's staff called and told her she would be featured inside the publication, in the "Go For It" section. The photo shoot and interview would be conducted on the San Antonio Riverwalk.

The fact that she wouldn't get to go to the Big Apple or make the front cover didn't diminish the thrill of being in a national publication. "I was very excited," Ms. Carrasco said. "I received several emails and even caught a client from Rochester, N.Y., through the article."

For now, the young mom has her hands full with work and family. Her husband is pursuing a bachelor's degree in computer science while she continues her regular employment. Her goal is to eventually run her business fulltime out of her house so that she can participate in her children's school activities and finish college herself.

"Since I am the breadwinner it's easier for me to continue working and push my husband to get his degree so that when it's my turn, money will not be an issue," Ms. Carrasco explained. "My daughter is in private school and my son goes to daycare on base, so by continuing to work fulltime I am able to afford these things for my children. So far it has worked out." ■



*(Photo by Gil Dominguez)  
Erica Carrasco, an employee with an AFCEE contractor, was featured in the New York-based Working Mother magazine earlier this year.*





# People at the Center

## Retirements

**L**t. Col. Spencer Patterson, Jr., director of the MAJCOM and Installation Support – Combatant Command Directorate, retired in August following 23 years of military service.

The Buffalo, N.Y., native was commissioned through the Reserve Officer Training Corps program at Purdue University in Indiana, where he received a bachelor of science degree in civil engineering in 1982.

The colonel's first assignment to AFCEE was in 1997 as chief of the Base Realignment and Closure team for the former Eaker Air Force Base, Ark., and later as BRAC program coordinator for the eastern region.

Returning to AFCEE in 2003, he served as chief of the Environmental Restoration Division in the Major Command and Installation Support-Support Commands Directorate. Colonel Patterson later became the directorate's deputy director and finally went on to become its director.

In his last assignment, he served as AFCEE's senior staff member with the Multi-National Security Transition Command-Iraq and the Center's Program Contracting Office in Baghdad.

During his career, Colonel Patterson received a number of military awards and decorations, including the Meritorious Service Medal, the Joint Service Commendation Medal, the Air Force Commendation Medal, the Air Force Achievement Medal and the Humanitarian Service Medal.

A registered Professional Engineer in the state of Ohio, Colonel Patterson said he will remain in the San Antonio area and work for a defense contractor.

He and his wife are the parents of three sons.



*(Photo by Gil Dominguez)*

*Lt. Col. Spencer Patterson solemnly accepts the U.S. flag from a member of the Brooks City-Base honor guard during his retirement ceremony.*

**L**t. Col. Jim Cannizzo, regional counsel, retired at the Eastern Regional Environmental Office in Atlanta and took a civilian attorney position with the Army at Fort Sam Houston, Texas.

The Western Regional Environmental Office in San Francisco also reports a retirement, that of attorney Larry Lawton.

## Promotions

### Military

First Lt. Jeremy Tack was promoted to captain. He is a chemist in the AFCEE MAJCOM Support Division, MAJCOM & Installation Support-Support Commands Directorate.

### Civilian

Steve Arenson, regional environmental officer in the Western Regional Office in San Francisco, was promoted to GS-14.

Dale Clark was selected to fill the permanent GS-14 position of ICC division chief and Doug Fitzpatrick was chosen to replace Gene Gallogly as the new ICM division chief. Both were in temporary GS-14 slots.

## Departures

**L**ongtime AFCEE employee Rebecca J. Rounsavill left the Housing Support Contracting Division for the contracting office at the Air Force Personnel Center, Randolph Air Force Base, Texas. She had been providing contracting support to AFCEE, mainly in the family housing program, since 1992.

Other AFCEE "old hands," the husband-and-wife team of Bill and Karen Kivela, also departed. Bill is now the Site Support Section flight chief, 50th Civil Engineering Squadron, Schriever Air Force Base, Colo. Karen is with Air Force Space Command at Peterson Air Force Base, Colo., where she is the Environmental Integration Program manager.

**T**he MAJCOM & Installation Support-Combatant Commands said goodbye to:

- Maj. Winston Shaffer, Combat Support Division deputy chief, who left for an assignment as chief of the Bioenvironmental Engineering Flight at Barksdale Air Force Base, La.;

- Gene Gallogly, who transferred to the 72 ABW/CE (base civil engineer) at Tinker Air Force Base, Okla.;

- Maj. Chris Sipes, reassigned to the sandy paradise of Qatar; and

- 1st Lt. Alfred (Trey) Doby, now assigned to the 96 AMDS/SGPB, Eglin Air Force Base, Fla.

**L**eaving Resources Management were Russell DeMoss, now assigned to Scott Air Force Base, Ill.; Alice White, who went to Ramstein Air Base, Germany; and contractor employee Virginia DeNavejar.

## Arrivals

Welcome to all new members of the AFCEE family.

**N**ewcomers to the MAJCOM & Installation Support-Support Command Directorate (IS) are: program managers Capt. Tammy Gray, Buddy Smith and Dale Fox; director Kenneth Singel; and Lt. Col. Michael Prazak, technical director, MAJCOM and Installation Support-Silver Team.

Lt. Col. (select) Christopher A. Williston came all the way from Spangdahlem Air Base, Germany, to become the technical assistant in the Combat Support Division (ICC).

A bioenvironmental engineer, he was, in his words, "a Prime BEEF dirt boy" in the Air Force Reserve before going active duty.

Colonel Williston's wife, Kerry, is an environmental engineer turned domestic engineer. They have two daughters and (as of press time) another one on the way.

Also new to IC are: Mark Stough and Ashley Allinder, ICS project managers; and student trainee Timothy DeLeon.

Maria Dominguez is the new BCE division secretary in the Base Conversion Directorate. She was, according to the folks there, "stolen" from Wilford Hall at Lackland Air Force Base, Texas.

In the Housing Directorate, the recent arrivals are: Maj. Jon D'Andrea, Housing Privatization Portfolio Management (HDPM) deputy; Steven Stark, portfolio project manager; and Elanore Decker, chief of housing operations.

Joining the Resources Management Division are: budget analysts David Waechter and Lois Clark; Anna Gonzalez, contractor employee; and Cynthia Garcia, student intern.



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*The indoor community pool at Osan Air Base, Korea, received the Honor Award in the Concept Design category in the 2005 United States Air Force Design Awards program. See story on page 8.*